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## MISSION AND ORGANIZATION OF THE CENTRAL INTELLIGENCE AGENCY

As it has been pointed out, national security is a concept which involves all aspects of our national life. This country's natural and human resources, its productivity in consumer goods, its productivity in defense materiel, its government's domestic and foreign policy - all these broad categories of activity relate to the national security.

The organization to protect national security is complex and is as broad as the term is itself. The National Security Council should be regarded as the apex of the whole structure, for in the literal sense it represents the collective efforts of all the departments and agencies of the government (supplemented often by industry leaders) concerned with defense and foreign policy. The responsibility of the heads of these government departments is to advise the President regarding the making and the integration of domestic, foreign and military policies as they relate to national security.

It is in the field of foreign affairs, of course, where the primary threat to our national security is found. This has always been the case, but today it is urgent and unique. The predatory ways of Communism and the Soviet Union have required the United States to seek every means possible of protecting not only American national security but, where feasible, the security of other free people. This fact, combined with the assumption of world leadership, forced upon the United States in large measure by the vast destruction in human lives and capital assets

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Approved For Release 2002/05/06 : CIA-RDP78-03362A000500020003-9

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of Western European nations, makes it necessary that this government be alert to its responsibilities.

One element in this respect is a sound domestic economy. Another is military preparedness. A third element is a foreign policy which not only protects our interests abroad, but also one which extends our interests. To achieve what we desire in these - and other - elements, but particularly in the latter two - it is necessary that government officials have the best possible information for their use in determining policy.

In foreign affairs, the term applied to this essential ingredient is "intelligence". Intelligence, as is known, is processed information - information which has been collected, evaluated, analyzed, correlated, synthesized, and disseminated.

Every agency or department of the government having to do with national security in general and foreign affairs (in the broadest meaning of the term) in particular needs intelligence. The Department of State, for example, must have intelligence on the political situation in all countries of the world. The Navy must have intelligence regarding the capabilities and potentialities of Soviet naval forces. And so on. Because of their particular needs and functions, intelligence units will be found in the State, Navy, Army, and Air departments. The Atomic Energy Commission and the Federal Bureau of Investigation have their intelligence organizations, and in a special sense so does the Treasury Department. To coordinate the armed forces' intelligence interests, the Joint Chiefs of Staff maintain a Joint Intelligence Group which, itself, directs the Joint Intelligence Committee.

Approved For Release 2002/05/06 : CIA-RDP78-03362A000500020003-9

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Approved For Release 2002/05/06 : CIA-RDP78-03362A000500020003-9

These several units constitute the intelligence community, a subject which will receive separate treatment at a later date. The point to consider here is that for the most part these intelligence organizations are concerned with their own departmental responsibilities. If, taken as a whole, these organizations compose an intelligence community, some kind of a coordinating arrangement is important. It is at this point, then, that the Central Intelligence Agency comes into the picture and makes its primary contribution to the national security efforts of the United States Government.

As it has already been made clear, the intelligence interests of this country were not coordinated before our entry into World War II. The methods used to achieve a joint and cooperative effort during the war were made somewhat more formal in 1946 by an executive order establishing the National Intelligence Authority (NIA) and under it a Central Intelligence Group (CIG). The NIA was <sup>up</sup>made of the Secretaries of State, War, Navy and Admiral Leahy.

In 1947, with the enactment of Public Law 253 by the 80th Congress - The National Security Act - the NIA became the National (NSC) and CIG became the Central Intelligence Agency (CIA). The organization and purposes of the NSC have already been discussed.

According to the provisions of the law, CIA under the direction of the NSC, has five stated duties which it is to perform for the purpose of coordinating the intelligence activities of the several Government departments and agencies in the interest of national security.

Approved For Release 2002/05/06 : CIA-RDP78-03362A000500020003-9

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Approved For Release 2002/05/06 : CIA-RDP78-03362A000500020003-9

They are as follows:

- (1) to advise the National Security Council in matters concerning such intelligence activities of the Government departments and agencies as relate to national security;
- (2) to make recommendations to the National Security Council for the coordination of such intelligence activities of the departments and agencies of the Government as relate to the national security;
- (3) to correlate and evaluate intelligence relating to the national security; and provide for the appropriate dissemination of such intelligence within the Government using where appropriate existing agencies and facilities: Provided, That the Agency shall have no police, subpoena, law-enforcement powers, or internal-security functions: Provided further, That the departments and other agencies of the Government shall continue to collect, evaluate, correlate, and disseminate departmental intelligence: And provided further, That the Director of Central Intelligence shall be responsible for protecting intelligence sources and methods from unauthorized disclosure;
- (4) to perform, for the benefit of the existing intelligence agencies, such additional services of common concern as the National Security Council determines can be more efficiently accomplished centrally;
- (5) to perform such other functions and duties related to intelligence affecting the national security as the National Security Council may from time to time direct.

In the broad sense of the term, these five duties constitute the intelligence mission of CIA. But it is not until one looks at the organization of the Agency to see how it is set up to carry out the assigned duties that one appreciates that one appreciates the tremendous scope of the mission and the significance of CIA's contribution to the national security.

Since the Agency works under the direction of the NSC, the specific directives as related to the intelligence mission are to be found in NSC instructions. These instructions are expressed in National Security Council Intelligence Directives and National Security Council Directives. When

Approved For Release 2002/05/06 : CIA-RDP78-03362A000500020003-9

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they apply to CIA, they are related directly to any one or more of the five duties stated in the law.

An illustration of the above may be noted in the collection programs of CIA. In the law no mention is made of CIA's collection functions. This major undertaking is carried out as a result of NSC intelligence directives based on duties 4 and 5 listed above. The law makes no mention of the fact that CIA is [redacted]. This job was assigned to the Agency by the NSC because it is a service of common concern which can be more efficiently accomplished centrally (duty #4).  
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The Central Intelligence Agency's mission is very broad, then, when one comprehends all the ramifications of the duties designated by the National Security Act of 1947.

Specific jobs, or missions, performed are: the collection of many types of information by clandestine means when other means are impossible or would involve greater risk to the national security; the collection of many types of information by overt means [redacted]

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[redacted]; the production of counterespionage intelligence; the production of economic intelligence on the USSR and bloc countries; the production of certain types of scientific and technological intelligence; the production of National Intelligence Estimates; and in the nature of services, a tremendous intelligence library, and offices which provide the staff work for several interdepartmental committees. Related to the intelligence mission is CIA's responsibility in the conduct of certain "unorthodox" activities which will be described at a later date. This is not a complete list of all that CIA does, but it is sufficient to indicate  
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Approved For Release 2002/05/06 : CIA-RDP78-03362A000500020003-9

the great diversity of activity.

CIA's position in the intelligence field is literally central. It does not direct or control the work of departmental intelligence organizations. In the best sense of the word, it supplements them, and through coordination it is able to provide the National Security Council - and hence the President - with national intelligence, that is to say, "high level, foreign positive intelligence" - or intelligence which is something more than departmental, or tactical; it is national, or strategic. It is this kind of intelligence which our national security policy makers must have, and it is this kind which is provided by the Central Intelligence Agency.

In looking at an organization chart of the Agency, it will be seen that it can be broken down into four separate groups. The first is the DCI - or the top, directing echelon under the Director of Central Intelligence. This is the subject of another lecture and so requires no detailed discussion here. Reference should be made, however, to the fact that the Offices of Training and Communication are placed at this level of the organization because they serve all groups within the Agency.

The second group - or complex - is the DDA, which stands for the Deputy Director (Administration). As the name implies no intelligence activities as such are conducted under the DDA and therefore no detailed analysis of its activities is necessary at this time. DDA renders that administrative support which is essential if CIA is to conduct its work successfully. The individual employee should be acquainted at least with the Medical Office and the Office of the General Counsel where valuable

Approved For Release 2002/05/06 : CIA-RDP78-03362A000500020003-9

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Approved For Release 2002/05/06 : CIA-RDP78-03362A000500020003-9

personal services are available. The manual on organization in the student's B Kit is helpful in acquiring further information about the work of DDA.

The third aspect of the CIA Structure is the DDP, the Deputy Director (Plans). This is the Clandestine Services part of the organization. Under it espionage, counter-espionage, and "unorthodox" activities - (or executive action programs) are conducted. Separate lectures will deal with the various phases of DDP activity.

The fourth part of CIA (though the numerical order here in no way reflects the relative degree of importance of any of the four parts) is the DDI - the Deputy Director (Intelligence). It is this part of CIA with which we are most concerned here. DDI is generally, and somewhat loosely, regarded as the substantive side, or part, of CIA, substantive in that its primary mission is to produce finished intelligence. DDP is not generally considered to be a substantive part of the Agency because its primary function - aside from executive action programs - is to collect information clandestinely. In other words, DDP is rather loosely regarded as procedural since it is engaged in the collection of information which receives final processing by other intelligence units of the government or by the DDI of CIA which is working with the substance of information to produce intelligence.

Generalizations are permissible under limited circumstances. For as will be seen later, DDP does in fact produce finished intelligence - namely, counterespionage. Also DDP produces (for its own purposes only, to be sure) operational intelligence. The point to remember is that DDP is not primarily concerned with the production of high-level, strategic, national intelligence. That is the primary mission of DDI.

Approved For Release 2002/05/06 : CIA-RDP78-03362A000500020003-9

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Now the same warning about the confusion of terms and functions applies to the DDI as well as to the DDP. DDI engages in a good deal more activity than the assembling - or producing - of substance (in this case, intelligence). DDI also collects information in its new form from which intelligence is produced, the [redacted] work mentioned above being an example. Again, DDI collects processed information - or finished intelligence - from other government sources. For example, the Liaison Division of the Office of Collection and Dissemination (OCD) collects finished intelligence reports of the Department of State, etc.

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The concept which one should have in mind, therefore, is that in the intelligence profession it is very difficult and sometimes very unwise to become doctrinaire as to what is procedure and what is substance; what is raw information and what is finished intelligence, etc.

As stated in CIA regulations, "The Deputy Director (Intelligence) will assist the Director of Central Intelligence in the coordination of the intelligence activities of the government, as prescribed by statute and by National Security Council directives. He will also be responsible for directing and coordinating the activities of the Offices of Collection and Dissemination, Research and Reports, National Estimates, Intelligence Coordination, Current Intelligence, Scientific Intelligence, and Operations, and for the fulfillment of such additional functions as may be specified the Director.

Following is a general discussion of each of the above-mentioned offices and their missions. Further organizational details will be provided in other lectures and in seminars.

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Approved For Release 2002/05/06 : CIA-RDP78-03362A000500020003-9

Office of Collection and Dissemination (OCD)

The Office of Collection and Dissemination provides a central service for the coordination of foreign intelligence collection requirements of CIA with those of other government intelligence agencies. OCD determines, in collaboration with other agencies concerned, the government collection facilities which are best able to satisfy specific requirements, and then assigns the collection responsibility. OCD receives intelligence information and materials from all possible sources, determines the appropriate dissemination, on the basis of standing requirements or special requests from CIA and other IAC agencies, and performs the necessary distribution. OCD maintains an intelligence library and other reference facilities to serve all offices of the Agency and other government agencies to the extent possible.

Office of Research and Reports (ORR)

The Office of Research and Reports is responsible for carrying out the functions assigned to CIA by National Security Council Intelligence Directive No. 15 dated 22 June 1950 with respect to coordination and production of foreign economic intelligence. These functions include:

Maintaining a continuing review of the requirements of the United States Government for foreign economic intelligence relating to the national security and of the facilities and arrangements available to meet those requirements, making from time to time such recommendations concerning improvements as may require action;

Evaluating the pertinence, extent and quality of the foreign economic data available bearing on national security issues, and developing ways in which quality could be improved and gaps could be filled;

Approved For Release 2002/05/06 : CIA-RDP78-03362A000500020003-9

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Insuring that the full economic knowledge and technical talent available in the Government is brought to bear on important issues involving national security; and

Conducting, as a service of common concern, such foreign economic research and producing such foreign economic intelligence as may be required (a) to supplement that produced by other agencies either in the appropriate discharge of their regular departmental missions or in fulfillment of assigned intelligence responsibilities and (b) to fulfill requests of the Intelligence Advisory Committee.

The ORR mission in regard to economic research has been interpreted to require that ORR focus on those world areas of highest priority from a national security standpoint and those least thoroughly covered by other agencies. Consequently, ORR is concentrating its research activities on the economy of the Soviet Orbit.

In addition to economic research, ORR has responsibilities for coordination and production of geographic intelligence and for map making in support of various intelligence activities. ORR is also charged with administering and coordinating the National Intelligence Survey program, a long term inter-agency project for the production of basic intelligence on every country in the world.

#### Office of National Estimates (ONE)

The basic concept of ONE is that it has but one mission: to produce national intelligence estimates in close collaboration with the IAC agencies. All else has been subordinated to this end. The NIE is the end-product of the entire national intelligence process, a product designed to serve as

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essential intelligence backing for US policy and planning at the highest level of the government, The National Security Council.

In the discharge of its mission ONE considers itself an integral part of a joint production mechanism, of which it serves as coordinator. ONE sets the estimate process in motion, guides it through this process, and coordinates and reviews the estimate as it emerges until the estimate is forwarded to the IAC with a recommendation for its approval.

#### Office of Intelligence Coordination (OIC)

The primary mission of CIA is to coordinate the Intelligence activities of the Federal Government. The primary responsibility for advising the DCI as to coordination within the Intelligence community rests, within CIA, on the Office of Intelligence Coordination. OIC is not an intelligence producing office. It is concerned with advising on methods and means for increasingly effective coordination.

#### Office of Current Intelligence (OCI)

The Office of Current Intelligence is charged with producing all-source current intelligence and with informing the DCI and the Assistant Director of National Estimates of significant current day-to-day world developments which could affect the immediate operations or decisions of those directing action programs, and of presenting such intelligence to the top policy makers of the government through daily bulletins and periodic digests.

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Approved For Release 2002/05/06 : CIA-RDP78-03362A000500020003-9

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Approved For Release 2002/05/06 : CIA-RDP78-03362A000500020003-9

Office of Scientific Intelligence (OSI)

The Office of Scientific Intelligence carries out the responsibilities of CIA in the production of scientific and technical intelligence. Its main objective is to forewarn or predict the development of new weapons, equipment, or techniques so that timely countermeasures may be taken. A secondary objective is the improvement of our own weapons and equipment. OSI is concerned with scientific innovations and their potential or actual development; the technical characteristics of weapons, equipment, already developed; the vulnerability of foreign scientific and technical personnel, organizations, and facilities to our capabilities; and indications of the intentions of foreign nations to exercise their scientific capabilities. CIA has the primary production responsibility for intelligence on fundamental research in the basic sciences, scientific resources, and on medicine (other than military medicine), plus intelligence on pertinent applied research and development.

Office of Operations (OO)

The Office of Operations is responsible for collecting foreign intelligence information from overt non-government sources. It renders two special services assigned to CIA by the National Security Council, which are of common concern to the entire intelligence community. These are:

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dissemination to the various governmental intelligence agencies; and, (2) the collection and reporting of information on foreign countries, from

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Approved For Release 2002/05/06 : CIA-RDP78-03362A000500020003-9

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Approved For Release 2002/05/06 : CIA-RDP78-03362A000500020003-9

The Office of Operations is also responsible for the exploitation for intelligence information of foreign language publications and for the collection and technical analysis of material objects produced within the Soviet Orbit.

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Approved For Release 2002/05/06 : CIA-RDP78-03362A000500020003-9